PARTNERSHIP FOR RENEWAL

GOVERNMENT OF SASKATCHEWAN

A STRATEGY FOR THE SASKATCHEWAN ECONOMY

Message from the Minister

On behalf of all those involved in its development, I am pleased to present our new strategy for the Saskatchewan economy. I think it is appropriate that we mark the passing of the first year of our government with the announcement of an economic development strategy prepared in partnership with the many other stakeholders in the Saskatchewan economy.

"Partnership For Renewal" expresses our government's fundamental belief in partnership as a strategic approach to the issues facing the province. Saskatchewan has a long tradition of people working together. Much of the economic strategy set out in this paper calls for multi-level action between government, community and individuals. We have confidence in the unique co-operative spirit that comes to the fore in Saskatchewan in challenging times. We hope to build on that spirit.

Throughout the discussions held to develop this strategy, two themes kept emerging. First, a Saskatchewan plan for economic renewal must set in place a commitment to specific actions for Saskatchewan along with the measures of success we hope to achieve. Second, that the provincial government, acting alone, cannot solve all our problems. Partnerships among all the stakeholders are required to achieve the renewal we desire. The strategy we are putting before you contains specific actions within the broad theme of partnership. We have attempted to incorporate the best of what we have heard and I believe that together we have created a pragmatic, realistic plan to address our complex economic problems.

The challenge before us is to create the wealth we need to support ourselves, our families and the services we value. We are being called to renew in our time what the pioneers created over previous generations. This will require new commitment to the pioneering attitudes: innovation, co-operation, enterprise and work. This strategy is designed to stimulate new ideas and encourage people, business and communities to pursue them. Out of it will flow the jobs, the revenue and the sense of confidence we need to restore the health of our province.

We have a daunting but not overwhelming task in front of us. Many of the barriers and challenges we face arise from beyond our borders. However, we still have the ability to shape our future if we work together. I ask you to join with us as we work toward a better future for ourselves and our children.

Dwain Lingenfelter.

Dwain M. Lingenfelter, Minister of Economic Development
November, 1992

Partnership for Renewal

A Strategy for the Saskatchewan Economy

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I.
Economic Renewal: A Partnership Process

Basic Approaches and Principles

Moving confidently into the new world economy

Saskatchewan's economy is resource and trade dependent. Because we have a small population base and a small local market, we export most of the goods we produce and import most of what we need to run our households, businesses and communities. We are very much a part of the global economy.

The world economy is changing and Saskatchewan must adapt. Global economic restructuring is creating lower real prices for most of our agricultural and resource exports. This in turn is leading to declining employment in these foundation industries –the industries that have historically generated much of our employment and wealth. At the same time Saskatchewan's economic growth is coming increasingly from exciting new technologies, firms, products, services and markets. These new growth areas are often closely linked to our traditional wealth generating industries of agriculture and resources, but there are whole new sectors, as well, in telecommunications, financial services, health care and other areas.

Although employment and prices have fallen in our core industries we are still world scale producers of agriculture and forestry products as well as potash, oil, and uranium. Therefore the new areas of economic growth, along with our traditional strengths, hold the key to our future prosperity. But the future contributions of our core industries will be different from those of the past. Growth in our traditional strengths will have to come from more value added processing, here in Saskatchewan, of inputs and outputs. Equally, the new growth areas must become as successful at selling to world markets as have our agricultural and resource industries.

Building a climate for economic renewal

Success through our economic development efforts will require co-operative and collective effort. Co-operation is only possible if we are willing to be tolerant and understanding of each other's views and share the risks and rewards of our efforts. This may mean new approaches for all of us. For government, it may mean creating a regulatory and taxation environment in which it is easier for business to operate. For business, it may mean accepting and working toward higher standards of environmental protection, working conditions and training, even if these increase costs. For workers, it may mean moderating demands, being more flexible and sharing in the financial risks. For communities it may mean working more co-operatively and depending less on the provincial government. Finding an acceptable balance among these competing demands will not be easy but this should not deter us.

Creating opportunity for all

A good job for all who seek to work is a basic requirement for a healthy society. A society with full employment requires fewer social programs and provides better opportunity for its children. Our efforts to renew the Saskatchewan economy together will be judged largely by our success in providing greater job opportunities. This will require special efforts to assist those who lack the training and abilities to be productive members of the work force, or who face discrimination in the work force. It will also require that we have an education system which adequately prepares us for the future.

The role for government

This partnership for economic renewal is intended as a guide to focus on the important issues and priorities necessary to renew the economy. It proposes short and long-term goals that, while realistic, are also ambitious and challenge us to address our constraints and opportunities with determination.

All stakeholders in the economy should have a role in implementing the economic strategy. For its own part, however, the provincial government will be guided by five basic principles:

- working with economic development partners (business, labour, communities, aboriginal groups, co-operatives and farmers);
- encouraging regional and community-led solutions to economic renewal;
- working in partnership with business on market-led projects;
- focusing support to maximize employment opportunities; and
- establishing clear investment criteria to guide provincial economic development efforts.

These principles are reflected in the goals and objectives that are set out in the strategy.

Consultations and the Partnership Process

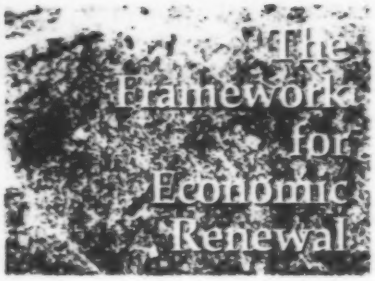
In the April 1992 speech from the throne, the Government of Saskatchewan indicated that a strategy for economic renewal would be forthcoming.

Rather than drafting a plan and announcing its contents, the government chose first to consult widely with community, business, labour and other sectors. Premier Romanow initiated the process with a meeting in Saskatoon. The Minister of Economic Development and staff from his department then began a series of discussions taking in representatives from over 200 groups and sectors of interest, extending over the summer and early fall.

Consultation and dialogue will become permanent features of economic strategy development in the future with six core economic sectors built into the process: business, farmers, labour, communities, the aboriginal community and co-operatives.

The government is prepared, within its means, to support the initiatives outlined in this framework. However, there is wide room for flexibility and participation around the implementation of the strategies. This is a rolling plan with a five to ten year time horizon and will be adapted to meet changing needs and conditions.

Our strategy is intended to serve two purposes: to provide a conceptual framework for focusing attention on economic priorities, and to provide a short-to-mid-term summary of key issues and action plans for renewing the Saskatchewan economy.



The framework briefly outlined here moves from a very broad vision of what the economic development partners see for the future of the Saskatchewan economy to very specific objectives and strategies for achieving this vision.

VISION

Saskatchewan in the year 2000 will be a province where business, co-operatives, working people, governments and communities have worked together to lead the province toward prosperity and security.

GOALS

To create a positive environment for economic renewal

To secure and build on existing strengths based on sustainable development

To seek full employment

OBJECTIVES

Establish the renewal plan and partnerships

Develop a sustainable fiscal base

Ensure a competitive tax system for business

Move toward more equitable regulations for business

Develop a strong education system

Provide the appropriate infrastructure

Rejuvenate labour market policy

Promote community-based solutions

Expand agricultural and food opportunities

Identify energy options and pursue opportunities

Expand mineral development

Expand forestry development

Pursue advanced technology opportunities, including environmental industries

Expand tourism and cultural development

Build on the success of co-operative strategic alliances

Promote economic development opportunities in the Crown corporations

Streamline the delivery of business support services

Maximize trade opportunities

Set research, development and technology priorities

Address skilled worker shortages in growth industries

Provide new sources of business start-up and expansion capital

Attract new industries and head offices from outside the province

Maximize the economic benefits of government spending

II.
A Strategy for the Saskatchewan Economy

The Vision

In establishing a vision for Saskatchewan's economic renewal we have asked "What legacy do we wish to leave for our children in the next century?" This question has been discussed by many individuals across the province and we believe the following statement best represents what all seek to achieve through this economic strategy:

Saskatchewan in the year 2000 will be a province where business, co-operatives, working people, governments and communities have worked together to lead the province toward prosperity and security.

An economy that generates and fairly distributes employment and wealth is critical to long-term prosperity in Saskatchewan. Businesses, working people, agricultural producers and co-operatives create the wealth and incomes that support our quality of life. Economic development is, therefore, a concern for everyone.

The goal of development is employment creation and higher incomes from skilled, well paying jobs. It means more than this, however. Development also provides the basis for better education, higher standards of health and nutrition, a cleaner environment, and equality of opportunity. It also enables a rich social and cultural life.

Development seeks to prepare individuals to participate meaningfully in the economy by providing them with the necessary knowledge, skills and resources. Helping people to help themselves is clearly a role the government can play in economic development. This strategy envisions an approach that focuses on human development as the critical path to prosperity and security.

In practical terms, the vision contained in our strategy is based on a mixed economy with a strong private sector and a continuing and expanding role for the co-operative sector which has always played a critical role in our economy. The vision also incorporates a strong role for the public sector as a legislation innovator, steward and advocate as well as a full partner with the private and co-operative sectors.

The Goals for Economic Development

Saskatchewan's economic partners agree that the key goals for renewing our provincial economy are:

Creating a positive environment for economic renewal

Some 80 per cent of the Saskatchewan economy is driven by decisions in households, businesses and communities. When consumers lose confidence they do not spend or invest as much; when businesses lose confidence they reduce investment and quit hiring; when communities lose confidence they cut back on capital infrastructure investments. A positive outlook and a receptive environment are vital to mobilizing those parts of the economy that support renewal. The challenge is to address, in a substantive way, the factors that create a positive environment. Based on the advice from our partners, government intends to systematically improve the development and investment environment.

Securing and building upon existing strengths

Primary resource production and export remain important cornerstones of the Saskatchewan economy. Saskatchewan needs to expand the economy in a way that secures and builds upon these existing strengths. This can be done by improving the productivity of the individual producers in the primary sectors. It can also be done by producing more inputs and processing a greater share of primary products here in the province. In short, there are advantages to building clusters of activity around our traditional industries. The economic strategy will focus on identifying opportunities to sustain, improve, and build around existing industries and businesses.

Seeking full employment

Federal, provincial and local governments currently devote significant resources toward assisting business development. The efforts, however, are not yielding optimal employment growth and wealth creation because the resources are not targeted and well co-ordinated. The provincial government proposes to examine those resources currently expended on business development and refocus efforts toward assisting firms to create jobs. It also proposes to streamline and clarify access to those resources. Economic partners must be committed to make the necessary investment in industry and people to ensure new businesses, products and markets create opportunities for meaningful, long term employment for Saskatchewan people.

The Current Economic Situation

Strategic planning requires a realistic view of the current situation and the trends and influences which are shaping the future. The following tables provide a snapshot of the Saskatchewan economy.

Saskatchewan's Economic Performance: Relative to Other Economic Regions

	Sask.	Canada	Alberta	Manitoba
Population				
5-year % change 1986-91	-1.6%	+6.5%	+6.2%	+2.1%
1-year % change 1990-91	-0.3%	+1.5%	+2.0%	+0.4%
GDP ($ nominal)				
5-year % change 1986-91	+18.2%	+34.3%	+24.7%	+26.6%
1-year % change 1990-91	-1.9%	+1.1%	+1.2%	-0.7%
Employment				
5-year % change 1986-91	-0.7%	+7.0%	+9.1%	+1.4%
1-year % change 1990-91	0%	-1.9%	+1.2%	-2.4%

Source: Statistics Canada, Labour Force and Population Statistics, Provicial Economic Accounts

Saskatchewan's Economic Performance:
*Output and Employment Distribution by Sector

	OUTPUT			EMPLOYMENT		
	1975	1991	Share Change	1975	1991	Share Change
Goods Producing Sectors	44%	27%	-17%	42%	31%	-11%
Agriculture	27	10	-17	29	18	-11
Manufacturing	6	7	+1	6	6	0
Forestry & Mining	6	6	0	2	3	+1
Construction	5	4	-1	5	4	-1
Services Producing Sectors	56%	73%	+17%	58%	69%	+11%
Community, Business & Personal Service	17	23	+6	23	34	+11
Finance, Insurance & Real Estate	13	22	+9	4	5	+1
Transport, Communications Storage & Utilities	9	11	+2	8	7	-1
Wholesale & Retail Trade	10	10	0	16	17	+1
Public Administration	7	8	+1	7	6	-1
Levels	$7B	$19B		365,000	449,000	

Source: Saskatchewan Provincial Economic Accounts and Statistics Canada Labour Force Survey
*Output is GDP at factor cost by industry

While there is much to be concerned about, there are a number of positive indicators that give reason for optimism. Retail sales and housing starts are up. Interest rates have moderated dramatically notwithstanding the current uncertainty. Signs of lower inflation and a lower Canadian dollar will also contribute to recovery. There is evidence that our economy has weathered the worst of the storm and is well positioned for recovery. We must move quickly to build our partnerships and take advantage of this situation.

Economic Opportunities and Challenges

Many factors presently affect Saskatchewan's economic development strategy. These can be categorized as opportunities or as challenges.

The Economic Opportunities

The key strengths to build on include:

1. A well developed base of public infrastructure, including: provincial highways, railways, airports, schools and educational institutions (two nationally-recognized universities and the Saskatchewan Institute of Applied Science and Technology); a good health care system; strong public utilities in telecommunications, gas distribution and power generation, as well as water and sewer infrastructure to support industrial expansion.

2. Productive labour force – In 1990, Saskatchewan had the fifth highest provincial output per employed person in Canada.

3. Financial resources – Saskatchewan residents, with over $8 B in personal savings deposits and investments in bonds, have the third largest per capita stock of savings in Canada.

4. History of successful co-operative action – Co-operatives have been and will continue to be major actors in the economy. Twenty-five of the 100 largest companies are co-operatives. Overall, 1400 co-operatives generated revenues in 1989 of $3.5 B, held assets of $8.7 B, and produced a surplus of $86.5 M. Capital investment by the co-operative sector totalled $150 M; co-ops employed 15,000 people and paid wages of $360 M. At the community level, co-operatives help ensure competitive prices, supply a wide range of services, and are part of the fabric that binds communities together.

5. Low cost of doing business – including abundant and inexpensive land for industrial purposes and low office and plant operating costs.

6. Quality of life and cost of living – many people are beginning to understand that Saskatchewan is an attractive place to live from many different points of view such as safe communities with easily accessible amenities and affordable, quality housing.

7. An aboriginal community, with a growing labour force, improving entrepreneurial and technical skills, increasing financial resources and expertise, an expanding land base and a strong desire to achieve economic self-sufficiency.

8. Traditional resource strengths –

- agriculture – almost half of Canada's improved farmland producing competitive grains, oilseed and livestock.
- minerals – two-thirds of the world's commercially viable potash reserves, world's largest and lowest-cost exporter of uranium.
- oil and gas – second largest fossil fuel producer in Canada.
- forestry – 350,000 square kilometres of commercial forest and two world-class pulp and paper operations.

9. Sectoral growth opportunities –

- value-added manufacturing – small but growing sector has higher value-added per employee than the national rate.
- growth in non-traditional exports (e.g., canola and manufactured goods) – Non-traditional exports contributed 25 per cent of the total international exports in 1991, up from 10 per cent in the early 1980s.
- advanced technology – this rapidly growing sector now has 200 firms with annual sales of approximately $750 M and employs 5,000.
- tourism – diverse natural and cultural resources provide a base for the growing outdoor, ecotourism and heritage travel markets, nationally and internationally. This industry can be expanded by perhaps 10 per cent a year over the 1990s.

10. A strong employment-generating small business sector – Small businesses, comprising 93 per cent of the total number of non-agricultural private firms in the province, directly employ about one-third of all employed people. Firms employing less than 50 people created about 75 per cent of all new jobs in the province in the 1980s.

11. Crown corporations and government have significant purchasing power – Some of the Crown corporations including SaskPower and SaskTel actively support the Buy Saskatchewan Program. There are further opportunities to optimize the economic impact of government and Crown spending, adding hundreds of millions of dollars in additional revenue to Saskatchewan businesses annually. The province has already implemented a fair tendering policy.

The Economic Challenges

The primary constraints facing the strategy are:

1. The size of government debt – Saskatchewan's per capita debt at $15,180 is the highest in Canada followed by Quebec at $11,749 and Manitoba at $10,836. Alberta and PEI have the lowest per capita debt with $4,750 and $2,098 respectively.

2. Business regulations – The regulatory, taxation and administrative requirements set by government have a major bearing on the ability of businesses to start up and operate. Many businesses and their associations report that there is more the government can do to improve.

3. Skills/education – There is a growing body of evidence to suggest that North American education systems are not equipping present and future labour forces with the types of skills they will require as we move toward knowledge-based economies. In Saskatchewan, over 50 per cent of companies who rely on advanced technologies have difficulty finding skilled employees.

4. Labour market policies – These affect almost every worker and business in the province. They must reflect their impact on opportunities for economic development and assist workers in adjusting to, and benefitting from, economic change.

5. Resources are important, but vulnerable – Agriculture, oil, mining and resource production and processing still contribute 27 per cent of the provincial output. These resources are vulnerable to weak prices, unfair trade actions, increased competition and reduced federal government support.

6. Trade dependent – Saskatchewan exports a large part of its output. Over 90 per cent of agriculture, potash, uranium and forestry products, 80 per cent of oil and 60 per cent of manufactured goods are exported.

7. Global market competition – Political reforms in Russia and most Eastern European countries are creating more open economic systems with a greater reliance on markets, increasing world competition in the resource producing sectors. And emerging trading blocs (European Community/Eastern Europe, North America and Japan/Asia) provide both opportunities and threats.

8. Geographic location of Saskatchewan increases some costs for business – As a land-locked province with a small population base, Saskatchewan businesses face the long-standing constraints of a local market that is too small to support many firms and the high cost of moving products to external markets.

9. Lack of growth firms – Saskatchewan's relatively slow rate of employment growth in the last number of years is directly related to the smaller number of high-growth-potential firms.

10. Demographic and labour market trends – Restructuring in our traditional sectors, which has caused employment to drop since 1987, has combined with long-term demographic trends (e.g. rural depopulation, aging population and outmigration of young families) to complicate the economic renewal.

11. Retooling government – All levels of government are forced both by fiscal realities and pressures from other economic actors to learn how to govern more co-operatively. Traditional, top-down, comprehensive solutions that do not involve all related economic actors in the development of the solutions no longer work.

Objectives and Strategies

The goals for economic development are supported by broad objectives and specific strategies for each objective identified. The objectives have been derived from consultations with all the partners and groups involved in the development of this strategy. The specific strategies are simply the first steps the government is proposing to implement with partners in the overall plan. While the goals and objectives are firmly set, the strategies and methods of implementation will evolve as a result of further consultations, in response to changing conditions and the evolution of partnerships.

To create a positive environment for economic renewal...

Broad objectives have been set	Supported by specific strategies	Target Date
Establish the renewal plan and the partnerships Co-ordinate the efforts of key economic partners to maximize provincial economic development.	**Establish PACE (Provincial Action Committee on the Economy)** with membership from business, co-operatives, labour, communities and government to help implement the plan.	**November, 1992**
Develop a sustainable fiscal base Balance the budget in the medium term and reduce the debt in the long term.	**Produce a financial plan to balance the accounts.** The 1992-93 budget took major steps to reduce the annual deficit. However interest costs on past deficits require continued budgetary restraint.	**Budget 1993**
Ensure a competitive tax system for business Ensure that the tax system promotes productive investment and greater employment creation.	**Review the tax system** to ensure that it supports productive investment that contributes to economic development and employment creation.	**Underway**
Move toward equitable regulations for business Streamline and rationalize policies, regulations and administrative requirements set by government and reduce red tape and paper burden.	**Develop and implement a new regulatory system** that will include a Regulatory Code of Conduct with procedures and criteria for developing or changing policies, regulations or legislation that have an impact on the economy. The Department of Economic Development would act as the advocate for business within government.	**January, 1993**
Develop a strong education system Ensure the workforce has the necessary education and skills to succeed in the international marketplace.	**Establish a long-term strategy to improve education and skills training** by focusing attention on numeracy, literacy, critical thinking and problem-solving as well as on entrepreneurship and other market-driven skill demands; on programs to increase student retention rates; on apprenticeship and co-operative education programs; and on training targeted at under-represented groups (e.g., aboriginal youths, girls and women in non-traditional programs and people with disabilities).	**1994**

Broad objective to be pursued	Supported by specific strategies	Target Date
Provide the appropriate infrastructure Ensure appropriate levels and costs of delivering infrastructure needed to keep Saskatchewan industries competitive, including transportation systems, telecommunications, power and gas distribution.	**Develop a comprehensive transportation policy** to ensure competitive market access for agricultural and resource exports from both rural and northern regions; plan the highway system for the 1990s in conjunction with the National Highways Plan; and ensure development of an advanced transportation network including air and ground transportion links to move people, goods and information into, within and out of Saskatchewan.	**January, 1994**
Rejuvenate labour market policy Establish a co-operative, fair labour relations climate which allows working people to participate in economic renewal with greater confidence and security.	**Review and update labour legislation and regulations** including the Occupational Health and Safety, Pension Benefits, Trade Union, Workers' Compensation and Labour Standards Acts and the provincial minimum wage. New Construction Industry Labour Relations and Pension Benefits Acts have already been passed.	**Underway**
	Review all income security programs in the broader context of economic changes, to facilitate security and stability of income.	**April, 1993**
	Develop a proactive labour market adjustment policy to retrain, relocate and re-employ displaced workers in co-operation with the federal government, businesses and local communities. This could involve support for job seekers through new day-care opportunities.	**1994**
Promote community-based solutions Maximize economic development at the regional and community level by recognizing and building on regional strengths and opportunities. Northern Saskatchewan presents particular challenges because of its small population base and the vast geographic area it encompasses offset by ample opportunities related to its rich resources, culture and heritage.	**Introduce community-based Regional Economic Development Authorities** to support community development by streamlining services and focusing support on regional strengths and opportunities.	
	• develop the criteria for establishing authorities in conjunction with communities	**March, 1993**
	• begin to implement authorities	**April, 1993**
	Implement pilots of joint approaches for financing economic development between the Saskatchewan government and aboriginal economic development institutions.	**November-December, 1992**
	Review mechanisms for delivery of economic development support and financing in the North including:	**1993**
	• formation of a northern development board involving all economic partners.	
	• consolidation of financial support presently available through the Northern Revolving Loan Fund, SEDCO and others.	

Expand agricultural and food opportunities Focus on improving the competitive agricultural and food production base, marketing and trade development; further diversification and processing; and stabilize and improve farm incomes.	**Develop a new provincial agriculture and food policy** that encourages more profitable market opportunities in projects and processing.	**Spring 1993**
Identify energy options and pursue opportunities Develop a comprehensive energy strategy to include all forms of energy production including oil, natural gas, coal, uranium, electricity and alternative energy (wind, solar and biomass) and all forms of energy utilization and emerging technologies.	**Deliver a comprehensive energy strategy** that identifies ways to strengthen the provincial economy through opportunities in production, processing and transportation of energy resources, as well as through improvements in the competitiveness of the economy by reducing energy consumption.	**Underway**
Expand mineral development Maintain and promote industry activity, especially in the North.	**Decisions related to uranium and other mineral development will be made**	**1993**
Expand forestry development Identify new opportunities arising from changing markets and technologies.	**Complete feasibility assessments on further development** of forestry resources in the North-East and identify feasible projects on a priority basis.	**July, 1993**
Pursue advanced technology opportunities including environmental industries Identify advanced technology opportunities that build on and strengthen the province's resource strengths. Biotechnology, communications, software, environmental technologies and space have been identified as key opportunities.	**Deliver a significant share of advanced technology resources/projects** including: fermentation ethanol research facilities, Earth Environment Space Initiative, a ground-based satellite control centre, a software engineering centre, and a high speed, high volume information capability. **Develop industrial opportunities related to environmental management and recycling**	**1993-1994** **1993**
Expand tourism and cultural development Assist regions, communities, aboriginal and other cultural and arts groups to maximize industry potential.	**Establish new partnerships with tourism industry associations** both regionally and sectorally to deliver marketing and development activities for the industry and province.	**April, 1994**
Build on the success of co-operative strategic alliances Identify industrial opportunities and new market openings that will benefit both the co-operative sector and the provincial economy.	**Identify and pursue viable community and industrial projects** in partnership with co-operatives such as the Saskatchewan Wheat Pool, Credit Union Central, Federated Co-operatives, Co-operators Data Services Limited, Dairy Producers Co-operatives and others.	**April, 1993**
Pursue economic development opportunities in and through the Crown corporations	**Build on the growth opportunities** in, for example, SaskTel International, extra-provincial expansion for SGI, and co-generation opportunities for SaskPower and SaskEnergy.	**Underway**

Streamline delivery of support services to small and medium-sized businesses Optimize the type, method and delivery of government resources to support business start-up, development and job creation opportunities.	**Introduce a "single window" system to deliver business support services (information, consulting, financing, programs)** to improve the responsiveness of business programming. The "single window" will co-ordinate programs and services offered by federal and municipal agencies and provincial departments, Crowns and agencies. Regionally-based advisory services will provide basic entry-level information and will direct clients to specialty services as required.	**April, 1993**
	Complete a full review of federal, provincial and municipal business and economic services and introduce pilot projects to streamline services.	**1993-94**
Maximize trade opportunities Assist Saskatchewan businesses to understand the trade challenges and opportunities presented by rapidly changing domestic and international markets and facilitate efforts in developing these markets.	**Develop a new Saskatchewan trade and market development organization** in partnership with exporters, to co-ordinate and manage all provincial government export marketing programs and services and to ensure optimal access to federal programs and services.	**1993-94**
	Review existing trade policy to establish trade priorities, to develop new options for managing disputes and to identify opportunities flowing from existing trade agreements.	**March, 1993**
Set research, development and technology priorities Encourage Saskatchewan companies to adopt, adapt and commercialize technology to improve products, processes and, ultimately, competitiveness.	**Develop a Strategic Research Technology Commercialization Policy** to set priorities within the context of economic development; set specific objectives for government research and development; review the province's research infrastructure, programs and funding to ensure cost-effective results; review the province's technology acquisition programs and funding and; develop appropriate systems to manage the policy.	**December, 1993**

Address skilled worker shortages in growth industries Co-ordinate public and private sector training initiatives to areas of chronic skills shortages and sectors in need of workers. Over 50 per cent of companies relying on the 20 most critical advanced technologies find it difficult to get enough skilled workers.	**Develop a new skills development system** Saskatchewan's educational institutions will improve their responsiveness to the educational and training needs of industry. Government departments, educational institutions, industry, labour and communities will co-operate to ensure that training programs are responsive, effective and efficient. Programs will meet the critical training requirements for advanced technology jobs and areas where technological change is affecting the workplace.	**1994-95**
	Negotiate agreements with the federal government to attract appropriately skilled immigrants, entrepreneurs and investment to the province to help create jobs.	**April, 1993**
Provide new sources of business start-up and expansion capital	**Develop a new provincial economic development institution** to manage the provision of provincial financial assistance and syndicate economic development investments with the private sector.	**1993**
Attract new industries and head offices from outside Saskatchewan	**Target attractive companies outside of Saskatchewan** to locate or make investments in the province which could operate competitively from a Saskatchewan base.	**Ongoing**
Maximize the economic benefits of government spending through provincial sourcing, supplier development and offset agreements Actively support the Saskatchewan economy without increasing the overall debt.	**Policy direction, co-ordination and support to all provincial government departments, agencies and Crown corporations** to actively source Saskatchewan suppliers, seek offset opportunities, and continue to work with the federal government and the health, education and local government systems to maximize procurement opportunities for Saskatchewan firms.	**November, 1992**

Measuring Success

The success of this plan will depend on our ability, as economic partners, (business, labour, communities and government) to collectively move the economy forward in a sustained, co-ordinated way. The consultations leading to this strategy have encouraged the province to set specific measurements of progress toward the established goals and objectives. Success should be measured by:

- returning the economy to a period of sustained real growth, recognizing that high rates of growth will be extremely difficult given the current economic climate
- balancing the provincial budget over some reasonable period
- maintaining a sustainable population base over the long term in the province and in particular stopping the out-migration of working age people
- closing the gap between average incomes for farm families and average incomes for other Saskatchewan families by the year 2000
- increasing exports of non-traditional products and services by at least 10 per cent per annum to the year 2000
- restoring employment growth and adding a total of 30,000 new jobs for the economy by the year 2000 (compared with 24,000 during the last ten years)
- maintaining the lowest unemployment rate in Canada.

Progress toward meeting these targets will be measured and reported annually. It must be recognized, however, that many factors that determine our success are not within Saskatchewan's control. The process of accounting for success or failure must recognize this fact.

Ultimately, the strategy will succeed if it can renew the climate, generate confidence in the economy, and provide some security of a better future by expanding employment incomes and markets, while maintaining effective public services.

III.
Building the Partnership

This economic strategy will only succeed if it generates partnerships with all actors in the economy. Government activity represents less than one-fifth of the total provincial economy. Therefore, partnerships are key to success.

The Provincial Action Committee on the Economy

Extensive consultations with business, labour, co-operatives, communities, aboriginal groups and other stakeholders in the Saskatchewan economy have led to the formation of this framework. Effective partnerships must now be developed to implement the plan. The one important mechanism that has been chosen to begin the process of building partnerships is the Provincial Action Committee on the Economy. The mandate of this committee of 18 people representing all the partnership groups can be summarized as follows:

a. further develop the long-term economic strategy by (i) advising on important elements and providing innovative ideas and approaches to advance the strategy and (ii) assisting the government in undertaking consultation processes to refine the strategy and build consensus around implementation;
b. develop co-operative partnerships to realize maximum development in key sectors of the economy; and
c. assist the province with evaluating the success of its efforts and helping to adjust the economic development strategy on an annual basis, as required.

Public Involvement

The Provincial Action Committee on the Economy is one means for government to remain close to those it represents, but government must remain open to all groups and individuals. A toll-free number (1-800-665-3366) handles inquiries and distributes the strategy. The Provincial Action Committee on the Economy and other follow-up discussions in communities around the province will provide numerous opportunities for comments and suggestions toward implementation. Call the toll-free number if your organization would be interested in a meeting to discuss the strategy.